

Exhibit 15

**Dan Ryan Task Force Recommendations
to the
Illinois Department of Transportation**

And

**Dan Ryan Task Force
Recommendations Supplement
to
March 19, 2004 document**



Dan Ryan Task Force Recommendations To the Illinois Department of Transportation

March 19, 2004

BUDGET RECOMMENDATIONS

1. The entire Dan Ryan project budget should be examined to identify opportunities for community involvement.
2. Comprehensive budget information requested from IDOT must be provided
 - a. Significant portions of this information has not been received or was provided very recently.
 - b. The information provided suggests that the total program budget is \$545,000.
 - c. African Americans business enterprises have received only 1.7% of \$8.6 billion in IDOT spending statewide over the past five years.
3. IDOT should facilitate access to best practices from around the state in terms of involving the community providing opportunities for contracts and jobs.

ALTERNATIVE DESIGN RECOMMENDATIONS

The Alternative Design Committee (ADC) met and reviewed numerous information and drawings, including spending hours at the sites and taking measurements. After which the ADC has developed the following recommendations:

1. Reinstate the northbound and southbound exit ramps at 51st Street by either reducing the shoulder widths, or acquiring 13 feet on the east and west sides of the expressway.
2. Work with McDonald's and other affected businesses to ensure there is minimal disruption to their business.
3. IDOT should acquire/buy the properties from owners from 53rd to 59th when owners decide to sell.
4. IDOT should provide compensation for reduced quality of life of homeowners due to increased truck and car traffic on frontage roads.

HEALTH & ENVIRONMENTAL SAFETY RECOMMENDATIONS

The Health Committee recommends that IDOT acknowledge that the Dan Ryan reconstruction project has a high likelihood of aggravating asthma and other respiratory diseases that already occur at alarming levels in the predominately African-American communities surrounding the construction project, and commits to working with the Taskforce and its Environmental Health Committee to address that impact.

1. That the Governor and IDOT commit to monitor the amounts of particulate matter (PM10) and fumes from the use of diesel fuels in the air during and after the reconstruction process. That they further commit to working with the Environmental Health Committee of the Dan Ryan Taskforce to insure that the monitoring process is designed so that it provides real-time information about the quality of air that can be used to alert persons of times when the level of air quality reaches a point where it poses more of a threat to persons with asthma, respiratory diseases and other health ailments than already is present under "normal" circumstances. The monitoring should include a process for correlating air quality with traffic counts to ascertain whether increased traffic and /or the use of construction vehicles powered by diesel fuel are increasing particulate matters and diesel fumes in the air. The monitoring should occur on both the Expressway itself and on the frontage roads.
2. That IDOT require that any diesel-powered non-road vehicle that is owned by, operated by or on behalf of, or leased by an IDOT contractor for the Dan Ryan reconstruction project be powered by on road diesel fuel, be subject to an idling policy and utilize the best available technology for reducing the emission of pollutants.
3. That IDOT and/or the State of Illinois compensate low-income persons for the medical expenses for treating asthma and other respiratory related treatment that results from the negative impact of the Dan Ryan construction project on their health. Incidences could be correlated with the monitoring so we know when the quality of air is related to the construction project.
4. That IDOT work with the Environmental Health committee to pursue strategies to reduce the noise levels from the Dan Ryan Expressway that currently exceeds Federal standards, and will increase as a result of the reconstruction. These steps will include working with other public agencies to obtain funds to provide and install sound insulation in buildings especially impacted by the noise levels of the Dan Ryan and on its frontage roads.
5. That IDOT restrict the use of heavy construction equipment and activities that cause heavy road vibrations and noise by its contractors on the frontage roads vibrations from the hours of 6 am to 7 pm.
6. That IDOT include language in its contracts for construction that no staging areas be located within xxx feet of vulnerable populations such as schools, hospitals, nursing homes and senior citizen homes. The Taskforce should pursue having the city pass an ordinance to that effect.
7. That IDOT and/or its various subcontractors prepare a written plan for community outreach and education on the health impacts of the reconstruction project that will be implemented before and during the construction project and that the Environmental Health Committee should review and approve IDOT's plan that

will be used to keep the community informed of the phases of the project and their potential impact on community health and well being. The plan should contain specific steps community members can take when they become concerned about the levels of dust, noise or vibrations.

8. That pre-construction hearings where residents can find out about the steps being taken to minimize impact on their neighborhoods and homes be well publicized. Contact telephone numbers will be made available where residents can notify both the construction companies and public health and city inspectors when they have concerns about dust, diesel fuel emissions or noise and vibrations.
9. That IDOT and/or its subcontractors insure that property owners know the procedures and process for seeking compensation for structural damage done to their property as a result of increased road vibrations that occur as a result of the construction process, the redirection of traffic during the construction phase, or increased use of the frontage roads after reconstruction is complete. Further, the Taskforce should investigate compensation for property owners whose property value or quality of life is reduced due to the reconstruction.
10. That DRTF investigate the impact of the releases of substances such as lead, asbestos and bacteria into the air during construction on health.

ECONOMIC IMPACT RECOMMENDATIONS

The Economic Impact Subcommittee's role includes: to assess the economic impact of current options on affected residents, businesses, churches, and other key institutions and determine consistency with other plans for the Southside; Identify opportunities to decrease negative impact; Identify opportunities to increase long-term economic benefits for residents and businesses, e.g., integration through bridges, use of appropriate signage, use of aesthetics; and to track the economic impact of reconstruction activities.

Time constraints, lack of access to information to make determinations in the roles charged to our subcommittee leaves work still to be completed. However, we are pleased to begin the process of maximizing positive economic impact of this project to the communities affected by making the following recommendations:

1. Create a community fund to compensate residents and businesses that are negatively impacted by Dan Ryan reconstruction.
2. Support development of an integrated plan for the Dan Ryan that includes other key transportation agencies, such as CTA & METRA.
3. Identify all businesses, churches and other institutions that will be impacted by the reconstruction.
4. Utilize demographic information to proactively identify community residents that can participate in the reconstruction project.

CONTRACTS, EMPLOYMENT & GOALS RECOMMENDATIONS

The primary tasks set before the "Contracts-Employment & Goals Committee" are multifold. First was to research information about the potential opportunities for individuals, businesses, companies, corporations and organizations in the communities affected by the Dan Ryan construction project. Second was to identify the obstacles and challenges that would impede the effective participation of the local community. Third was to be proactive by proposing a plan that would address and overcome the obstacles which are identified in section two over the life of the project.

1. Eliminate the 51% self-performance requirement for general contractors. This is unfair to smaller contractors and additionally is unlawful in light of the recent appellate court decision that struck down the Cook County Affirmative Action Program. a) IDOT's current DBE goal must be changed to specify local participation and the local participation goal must reflect the surrounding communities. b) Participation goals should apply to all contracts including professional and financial services. c) A separate goal should be applied to bulk materials.
2. Unions – a) The DRTF must be included in the negotiations of the "Project Labor Agreement" to insure that it does not contain the usual obstacles and exclusions that prevent Blacks and minorities from participating on the job and in apprenticeship and training programs. b) Black Unions must be included in the project labor agreement. c) No subcontractor may be forced to be signatory to a Union. d) No Union Agreement shall be enforceable if it penalizes a contractor or requires them to pay additional money for utilizing a non-union contractor. e) Contractors shall be allowed to sign a Project Agreement for this specific project.
3. Require Mentor/Protégé and Emerging Firms Program from General Contractors and First Tier Subcontractors.
4. Expand Small Business Assistance Programs
5. Create a Quick Pay Fund for small contractors
6. Provide penalties for non-compliance with contract and employment goals
7. Award monitoring and compliance contracts to local grassroots organizations identified by the Dan Ryan Task Force.
8. A) Bonding/Insurance – Requests creative bonding and insurance assistance program (BIAP) and waiver of bonding requirement for Second Tier Subcontractors and below. B) Establish contractor financing assistance program (CFP).

COMMUNITY INVOLVEMENT RECOMMENDATIONS

1. Our community should be engaged through an ongoing dialog with community groups (including churches, social clubs and business organizations) from all of the affected neighborhoods along the expressway.
2. IDOT should carefully consider additional proposals from community residents and groups which we have not been able to examine fully due to a lack of time. *(See appendix A,B & C)*
3. IDOT should appropriately involve Task Force members in outreach activities. Other key agencies such as the City Department of Transportation (CDOT) should also be involved.

CO-CHAIR RECOMMENDATIONS

1. IDOT should provide information to the Task Force in a timely and proactive fashion.
2. IDOT should provide the Task Force a budget to allow efficient operation.
3. IDOT should facilitate the Task Force's access to other transportation platforms in the Dan Ryan corridor that can benefit our community.

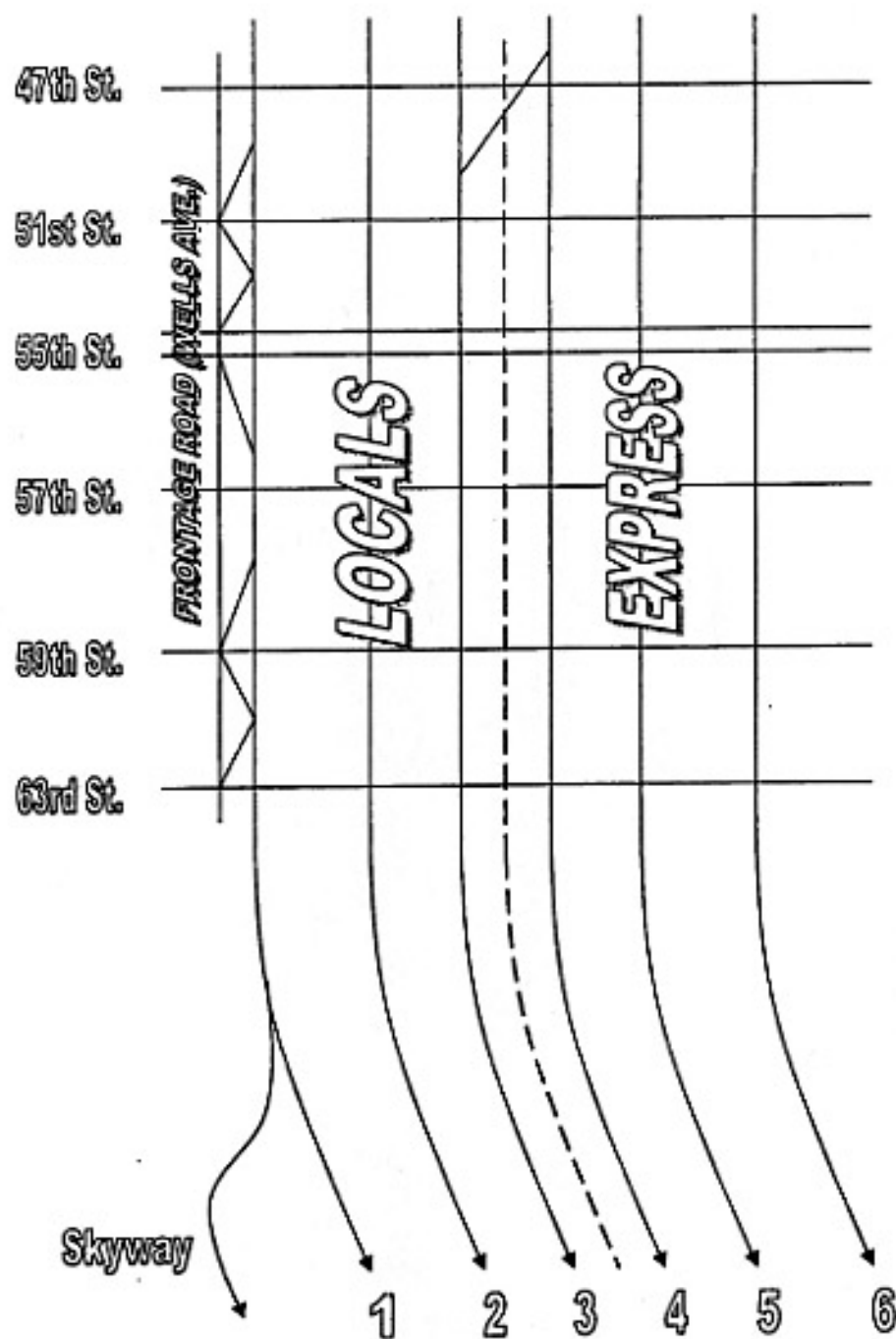
APPENDIX A- COMMITTEE TO SAVE THE DAN RYAN PLAN

Area	IDOT's plan	The Community's plan
1. Focus	Focuses only on safety, capacity, and cost implications of Dan Ryan reconstruction	Looks at transportation holistically and recognizes that impact on the community is as important as impact on commuters
2. Access	Shuts down 6 exits at 51 st and 59 th Street in order to add 2 lanes to the Expressway south of 47 th Street. Thousands of cars and trucks moved to frontage roads	Reconfigures the local and express lanes between 51 st and 59 th Streets to solve safety problems, retain all ramps, and keep traffic on the expressway
3. Health	Takes advantage of a "categorical exclusion" to avoid examination of the impact of Dan Ryan reconstruction on our health and environment	Relies on environmental and health reviews to identify key issues and suggest remedies to critical problems, such as asthma
4. Contract & job goals	Has a "goal" of \$100 M out of \$430 M in construction spending to Disadvantaged Business Enterprises, which includes whites with small businesses, and other minorities. As of 3/3/04, \$98.9 M has been awarded, incl. \$16M for DBE (AABE \$\$s unknown)	Demands geographic approach: \$400 M or more out of total program spending of \$600M must be directed to residents and businesses of the affected neighborhoods, which is 96% African American. Includes professional and financial services.
5. Training and job creation	Has put small African American contractors and training agencies on hold without signing contracts or releasing money	Provides funds to allow vital training and other preparatory activities to begin immediately
6. Contractor development	Relies on outdated and ineffective "outreach" programs that have resulted in African American's receiving only 1.7% of IDOT contracts, state-wide over the past 5 years	Creates new, proactive community business development programs to identify and support African American business partners. Utilizes gubernatorial initiative or legal remedies to remove structural barriers to African American participation
7. Economic impact	Does not consider other plans for the South Side. Pits different parts of our community against each other to get agreement to move forward	Incorporates other transportation and economic development plans on the South Side, involves other key agencies (e.g., CDOT, METRA, CTA), and creates forums to bring our community together
8. Compensation for damages	Does not acknowledge any negative impact of IDOT's plan on residents, businesses, or churches	Creates community fund to compensate individuals and institutions who will be negatively impacted by reconstruction
9. Community involvement	Appoints the Dan Ryan Task Force as the sole channel of information to the community.	Creates a broad Community Working Group to oversee a broad community engagement effort
10. Recourse	Provides neither guarantee nor recourse	Requires development of written guarantees and specific recourse to ensure IDOT meets its commitments
11. Monitoring	IDOT monitors itself	Provided by independent, external firm
12. Time to plan	Requires decision by March 19 th . States that money reverts back to the federal government if a decision to proceed with IDOT's plan isn't made by then	Provides additional 6-9 months planning period. Requires IDOT to work with legislators to ensure that funds will be available when we have created a final plan

Source: The Committee to Save the Dan Ryan

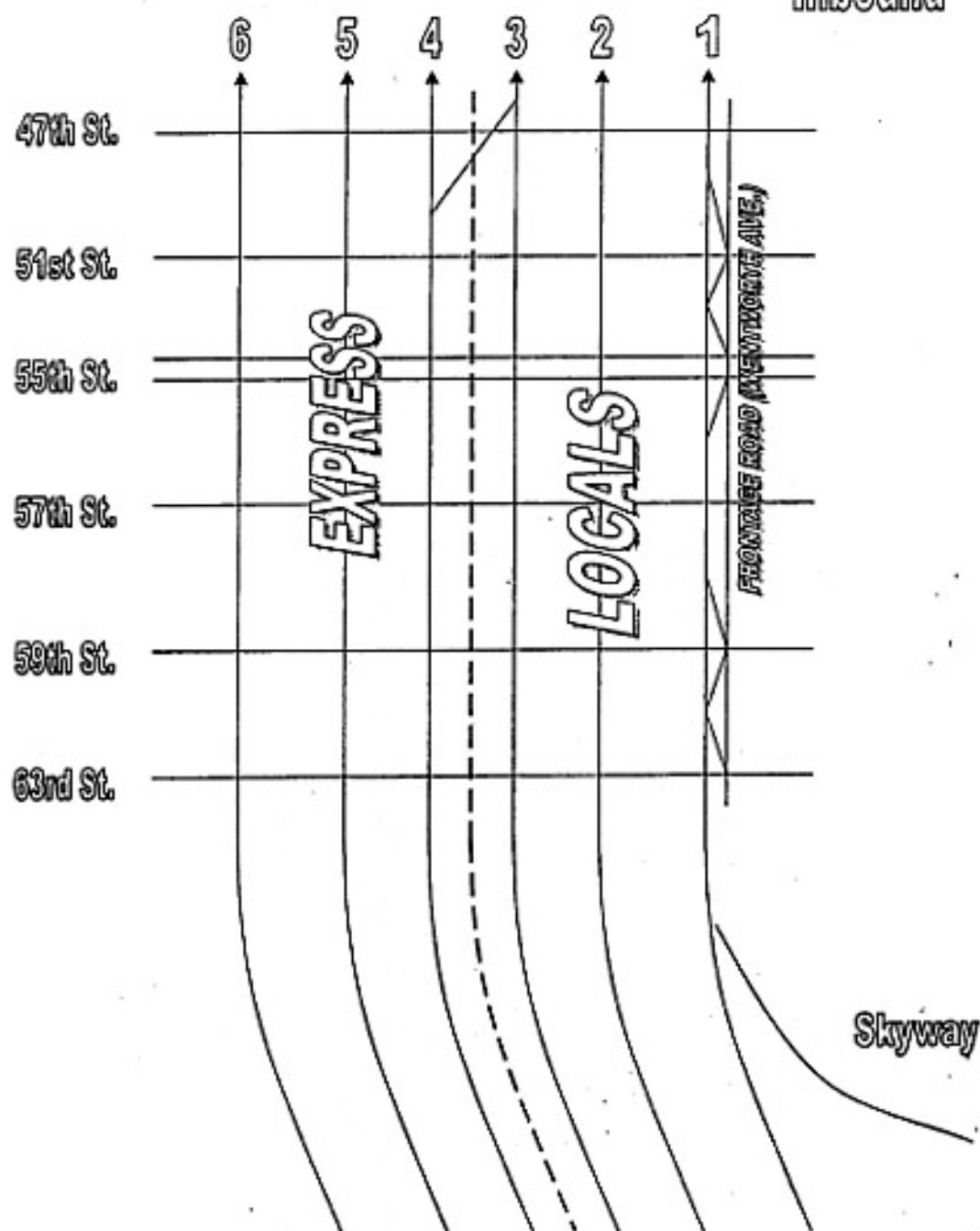
Alternative Design

Outbound



Alternative Design

Inbound



**ALTERNATIVE DESIGN
FOR
THE DAN RYAN EXPRESSWAY**

OUTBOUND DAN RYAN AT THE SKYWAY:

IN THIS DESIGN WE ARE TAKING AWAY THE ACCESS TO THE SKYWAY FROM THE EXPRESS LANES WE ARE ADDING A LANE TO THE LOCALS LANES AND TAKEN AWAY A LANE IN THE EXPRESS. WE WILL NOT REMOVE ANY RAMPS. BUT, MAKING LANE 1 A CONTINUOUS LANE SOUTHBOUND PAST THE EXIT RAMP FOR THE SKYWAY.

THE PROBLEM WITH THE CURRENT DESIGN IS THERE IS NOT CURE FOR THE CROSS-OVER TRAFFIC CREATED BY THE SKYWAY ACCESS FROM THE EXPRESS LANE AND THE USE OF LANE RESTRICTIONS FOR TRUCKS PLUS THE ENTRANCE FROM 63RD STREET AND THE EXIT FOR 59TH STREET. THIS EXPLAINS THE HIGH ACCIDENT RATE IN THIS AREA.

ONE POSSIBLE SENERIO IS TO MAKE LANE 3 FORM THE ALTERNATIVE DESIGN A TRUCK ONLY EXPRESS LANE. THIS WILL REDUCE THE TRUCK CROSS-OVER TRAFFIC AND REDUCE THE AMOUNT OF TRUCKS IN LANES 1 AND 2 GIVING MORE FREEDOM OF ACCESS TO EXIT AND ENTRANCE RAMPS. TAKING AWAY A LANE FROM THE EXPRESS LANES WILL NOT CREATE A BACKUP IN THE EXPRESS LANES BECAUSE THERE WILL BE NO CARS ENTERING THE EXPRESS LANES OF THE SKYWAY.

THE ACCESS TO THE EXPRESS LANES WILL BE AT ITS CURRENT LOCATION JUST NORTH OF 51ST STREET.

IN YOUR DESIGN YOU ARE ADDING A LANE SOUTH OF THE SKYWAY. WE PROPOSE THAT THE LANE THAT WILL BE REMOVED (GOING FROM 6 LANES TO 5 LANES) WILL BE THE MERGER OF LANE 6 TO LANE 5, NOT LANE 1 TO LANE 2.

**ALTERNATIVE DESIGN
FOR
THE DAN RYAN EXPRESSWAY**

INBOUND DAN RYAN AT THE SKYWAY:

IN THIS DESIGN WE ARE TAKING AWAY THE ACCESS TO THE EXPRESS LANES FROM THE SKYWAY. WE ARE ADDING A LANE TO THE LOCALS LANES AND TAKEN AWAY A LANE IN THE EXPRESS. WE WILL NOT REMOVE ANY RAMPS.

THE PROBLEM WITH THE CURRENT DESIGN IS THERE IS NOT CURE FOR THE CROSS-OVER TRAFFIC CREATED BY THE SKYWAY ACCESS TO THE EXPRESS LANE AND THE USE OF LANE RESTRICTIONS FOR TRUCKS PLUS THE ENTRANCE FROM 63RD STREET AND THE EXIT FOR 59TH STREET. THIS EXPLAINS THE HIGH ACCIDENT RATE IN THIS AREA.

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THE ACCESS TO THE EXPRESS LANES WILL BE AT ITS CURRENT LOCATION JUST NORTH OF 51ST STREET.

BARRIERS TO AFRICAN AMERICAN FIRMS PARTICIPATION WITH IDOT - Rev. March 15, 2004

Barrier	Description	Potential approaches for removing barrier
A. Bias towards large, entrenched firms		
1. Oversized contracts	General or prime contractors control the participation of other firms in providing construction services and generally choose their vendors and subcontractors from a small group of firms with whom they have long-standing arrangements. IDOT contracts are generally of such large size that African American contractors, who tend to be smaller, are unable to win (or even place) a bid. For example, IDOT divided the \$430 M re-construction budget for the Dan Ryan into just 33 contracts, resulting in an average budget of \$13 M per contract. However, IDOT data shows that no African American contractor in the past 10 years has served as general or prime contractor on any IDOT contract larger than \$10 M. This suggests that it is very unlikely that any African American firm would play a general or prime contractor role on this project	<p>Un-bundle contracts to put them within reach of smaller contractors</p> <p>Provide state assistance for accessing capital and bonding in order to extend the reach of smaller contractors</p> <p>Encourage creation of protégé/mentor arrangements between African American and white firms to increase African American firms' access to resources</p>
2. 51% requirement for General Contractors	Current state regulations, apparently negotiated between IDOT and the Illinois Roadbuilders a number of years ago, require general contractors on IDOT projects to perform at least 51% of the work. Together with the large size of contracts, this regulation makes it virtually impossible for small firms to become general contractors on IDOT projects	<p>Negotiate elimination of regulations with IDOT/governor</p> <p>File lawsuit to end anti-competitive behavior on behalf African American and other contractors</p>
3. Lack of small firm access to low-cost material inputs	Large, long-standing firms obtain an often-insurmountable pricing advantage due to their ability to obtain significant discounts from their suppliers/subcontractors due to the size of their orders (annual volume discounts) and their large historical volume of business (e.g., via multi-year loyalty programs)	<p>Disaggregate materials from value-added portion of contract and bid separately</p> <p>Attack discount programs in court on basis of anti-competitiveness</p>
B. Unethical contracting behavior		
4. Unethical bidding & change order practices	Some contractors submit bids that are below their own costs and make it up by charging a premium on change orders. This practice prevents fairly priced bids from winning	<p>Minimize and closely monitor change orders</p> <p>Announce intent to prosecute offenders upfront</p>
5. Non-execution of contracts	IDOT signs contingent (usage-based) contracts, but only utilize certain "preferred" contractors	<p>Restructure and/or tightly monitor contracts</p>

C. Lock out of African American workers

6. Lack of access to unions Most of the trade unions involved in road building have been closed to African Americans historically and continue to have very limited African American involvement. However, construction jobs on IDOT project are union jobs. As a result, African American participation has been limited

Encourage contractors and sub-contractors to sponsor people to get into unions

Waive the requirement for IDOT contractors to hire union workers or impose a "right to work" standard such as that in Kentucky

Create new, African-American-friendly union

Develop and utilize independent training centers

D. Lack of effective outreach

7. Lack of explicit African American participation goals African American firms have no formal mechanism to overcome generations of exclusion in an industry in which size is critical and the norm is large family-controlled firms developed over multiple generations. Moreover, firms who are successful within IDOT's DBE program and are "graduated" face overwhelming odds in head-on competition

Design geography-based approach to contracting, where contracts and jobs are required to be awarded to members of the affected Southside communities

8. Limited outreach

IDOT's outreach program appears to be limited and relatively superficial, as a result of having a very small staff, few resources, and a modest mandate

Create aggressive and proactive approach to identifying and supporting community businesses and marketing IDOT contract opportunities

9. Lack of access to contract letting information

IDOT contracts are let in Springfield. However, African American and other small firms, which are generally based elsewhere in Illinois, usually can not afford to maintain a presence in Springfield and therefore miss key opportunities

Institute dual contract letting approach: in Springfield as well as in the city/region in which the project is to take place (or just in Chicago, since this is where most African American firms are located)

10. Lack of monitoring of and accountability for meeting diversity goals

IDOT appears to be unable to track and measure effectively the performance of its contract letting processes, employment commitments and goals, and the effectiveness of support services it provides to small businesses and contractors. As a result little to no actions have been taken to improve IDOT's dismal record of African-American participation: in the last five years (1999 - 2003), African American firms received only 1.7% of all IDOT contracts

Define clear recourse/contingency plan at the outset of all programs and make performance against outreach goals a key element in staff evaluation

Require performance tracking by independent, external firm.

Source: Committee to Save the Dan Ryan, Dan Ryan Task Force discussions

VOTE

Demands for the Dan Ryan Road Reconstruction Project

*Submitted to the Dan Ryan Task Force
March 19, 2004*

1. We demand full disclosure of all Dan Ryan Task Force members who are receiving money from IDOT.
2. We demand African American participation in jobs, contracts, on-the-job training, and a waiver of union agreements with IDOT.
3. We demand to be included as vendors providing services to IDOT on the Dan Ryan Reconstruction Project; as well as for the long-term maintenance of the expressway.
4. We demand the community perform training, oversight, monitoring, compliance on the Dan Ryan Project
5. We demand the execution of an environmental study on the Dan Ryan Project.
6. We demand mentor-protégé and joint venture relationships between small black companies and larger black & white companies for the purpose of capacity building.
7. We demand funding for immediate hands-on training in all phases of road construction in Illinois, including but not limited to heavy equipment, concrete paving and concrete recycling, to prepare community residents for participation in all upcoming/ongoing projects.
8. We demand that the total Dan Ryan budget (\$545 million or more) be utilized to meet these demands.
9. We demand the right to modify these recommendations.

APPENDIX C- ANOTHER COMMUNITY POSITION

IDOT contracts may not allow displacement of minority subcontractors "convenience" on the part of contractors, unions and the state.

Dan Ryan Task Force Recommendations Supplement to March 19, 2004 document

The following supplemental recommendations were added by the DRTF to their formal recommendations document, as discussed at the DRTF meeting on March 19, 2004:

Alternative Design Recommendations:

- #5 (new); IDOT should reconstruct the intersection of 95th at Stony Island, including the Railroad viaducts since Stony Island is the designated eastern alternate route.
- #3 (amended); This recommendation was amended to request comparison of current market value of homes versus market value after project completion to insure property owners are compensated in today's dollars, not after diminished value due to impact of project. Also added that owners would have 10 years to decide if they want to sell. Also added that there should be an option to relocate homes to existing vacant parcels along Wells or Wentworth
- #4 (amended); This recommendation was amended to include compensation for "damages" caused by increased car and truck traffic.

Health & Environmental Safety Recommendations:

- #11 (new); DRTF recommended the entire Dan Ryan Environmental Report be re-examined in it's entirety.
- #2 (amended); This recommendation was amended to include the use of "scrubbers" on heavy diesel equipment to improve air quality of emissions. DRTF suggests applying this retroactively to ongoing contracts in the spirit of cooperation, via construction change orders.
- #9 (amended); This recommendation was amended to request that IDOT or it's contractors adopt a procedure to complete photo logs of buildings before and after construction to insure documentation of structural damage caused by construction activities. The limits of this request was not settled upon, but discussion centered on the frontage roads and the alternate routes. There was also discussion on the impacts along all routes providing access to the project for construction equipment.

Contracts, Employment & Goals Recommendations:

- #2 (amended); his recommendation was amended to add to item "e" that the Project Agreement would not commit them beyond this project.
 - #6 (amended); This recommendation was amended to suggest "incentives" to achieve goals versus and/or as well as penalties.
 - #9 (new); IDOT work with Unions to insure the unions incorporate the young black folks into the union after they've been trained.
 - #10 (new); That IDOT comply with all aspects of Title VI. Much discussion on how IDOT has been "violating the law" with respect to Title VI, and that full legal action is forthcoming (Mr. Dancy led this discussion).
 - #11 (new); That IDOT work to "unbundle" contracts to allow more DBE bidding as prime contractors.
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Other Follow-Up items from the 3-19-2004 DRTF Meeting:

- Review current IDOT policy with respect to using highway dollars for noise abatement off of the highway right-of-way (i.e., soundproofing). This used to be disallowed.
- DRTF asked for clarification as to whether IDOT is trying to acquire CHA property for staging purposes.
- DRTF has requested to be involved in all meetings between IDOT and FHWA in developing the supplemental environmental report being prepared. They feel this should be a DRTF function to insure their issues are being discussed with FHWA. Preliminary indication was that we would not be asking them be involved in these working meetings, and that we would be addressing all points of the DRTF recommendations in the supplemental environmental report.
- Can DBE be a white male firm? DRTF keeps saying this.
- DRTF continues to request a meeting with Springfield and FHWA, above IDOT project staff and above Brenda Gold, concerning the issue of maximum Black participation in contracts. They want to find a way to either change the current laws, or work within them to expand Black American participation. Cited example of Governor of Maryland who recently changed their DBE laws for these reasons.